



**DYSTERJORDET
ANDELSLANDBRUK**

Business Plan 2023

The business plan is a living document that is revised annually. It can be seen as a supplement to the articles of association, which collects and elaborates on certain topics as needed.

1) Number of members

Article 4 of the articles of association states "The board may determine an upper limit for the number of shareholders if the implementation of the operation so requires." In the proposed budget for 2024, the board has taken 130 paid adult shares as its starting membership goal. If there are more who want membership by 20.04, the board will consider increasing. The land has the capacity to grow food for several more shares, and therefore, the board can consider expanding to 150 shares total if there is demand and the farmer agrees. Registration for this year's season closes when full or May 1st 2024.

2) Shares for board members and employees

The farmer and general manager have a free share according to their employment contract.

Board members receive a free share in return for their commitment to defined work tasks for Dysterjordet, if the finances allow for it. The general manager and treasurer must review the accounts in September and decide on the board's shares no later than October 15th, 2024. If the finances do not allow for a free share, board members will be asked to pay half the price of an adult share.

3) Organization and communication

Efficient organization and good communication remain the basis for well-functioning cooperative agriculture. Open communication and transparency are crucial for building trust, and an effective organization can help increase the commitment and result of the shareholders' work effort.

To ensure good communication, all members (minimum one per family) must have access to Spond. It is recommended that Spond notifications are allowed per the phone settings and/or that members check into the app regularly. The general manager uses the e-mail address andelslandbruk@dysterjordet.no, the gardener uses the e-mail address gartner@dysterjordet.no, and the board leader uses styret@dysterjordet.no.

Our membership system, Spond, allows members, board members, and employees to communicate in one platform. The harvest messages will be uploaded to spond, and all relevant information for members will be stored in Spond for the duration of the season.

Documents from past annual meetings are available for members on the Dysterjordet website. The constitution is available on the website as well as in Spond.

Members may choose to participate in the Dysterjordet andelslandbruk members page on Facebook (Dysterjordet andelslandbruk medlem). This group is managed by the general manager, however, the member's facebook page is not a primary source of information.

4. Building capacity within the membership

Annual orientation for board

In 2024, the elected board will have an orientation prior to their first or between their first and second meeting. This orientation will be facilitated by the manager. Participation by the farmer is optional.

Annual orientation for new members

Multiple orientation meetings for new members should be arranged during or in addition to dugnads in the early spring, with additional orientation meetings in the late summer if late summer shares are purchased.

5. Working Groups

We would like to encourage people to become committed shareholders through participating in active working groups. It is desirable that each working group elects a leader from the members, and each working group has a contact person who is either a member of the board, the general manager, or the farmer. The latter can also, if necessary, participate in the working group.

It was observed in 2023 that many members participated in regular dugnads, showing interest in being physically involved on the field, many of whom volunteered on the field more than the 6 required hours.

Sub-groups for working groups can be created in Spond per request. In 2024, members are welcome to spearhead working groups and new working groups can be established if there is a need and commitment for it. The following working groups have existed in previous years:

Name	Focus
Construction Group	Set up and maintain irrigation systems/ the tool shed; Build storage solutions; Maintain the social area infrastructure
Courses and Social Group	Arrange social events, picnics, courses, thanksgiving, etc.; Help the manager with festivals and stands etc.
Kids Group	Cultivate the kid's field and organize activities for children; In 2021, the kid's group facilitated common harvests for kids and families on Sunday afternoons which was successful.
The SOS Group	Assist the farmers and/or general manager on short notice in case of emergencies with for example, the tunnel, ect.
Web/Admin Group	Assist the general manager and help to translate texts; Take photos, write text for the media, and create social media posts, etc.
Farmer Group	Assist the farmer with necessary tasks on the field; Help plan the upcoming season

Herb Group	Focuses on herb production and education ect.
Thistel Group	Remove thistle from the field (and eventually other weeds)
Tunnel Group	Can be responsible for planning, cultivating, and maintaining the tunnel with the farmer
Organic Matters Group	Research sources for organic materials for the field and maintain compost with the farmer throughout the season

6) Draft activity plan 2023

The following activities for members will be prioritized, but the implementation will depend on the members' commitment, interest, and possible financing.

- Training for new members
- Joint work (dugnads)
- Joint harvesting and tours of the field
- Joint events on the ground, both for members and open to the public
- Open organic farm day or similar
- Thanksgiving celebration
- Storage of surplus vegetables
- Limited offer of harvest assistance

For follow-up of the activity plan etc. a spring meeting will be arranged. The spring meeting is an arena where members can share and discuss ideas and make concrete contributions to the work plan, working groups, etc.

In 2024 we continue with the spring round (Vårronna), which combines a joint start up with time for working groups to meet. Vårronna should be held after or simultaneously with the spring meeting.

In 2024, dugnads will be held approx. once a week as needed, per a monthly schedule. The farmer and/or general manager will host 1 longer dugnad per month which will include theory/learning opportunities and include time for lunch together.

7) Alternatives to ordinary membership

Work shares

Previous years with work shares have been successful. Therefore, we will continue to offer 10 work shares at half the price of an adult share + 26 hours of help on the farm, application based. The farmer manages the work share members, with assistance from the general manager as needed. In 2024, we continue to encourage workshare members to help facilitate dugnads after or with instruction from the farmers.

Offers for schools, kindergartens, or businesses in the local community

We hoped to begin offering school shares again in 2023, however this was not accomplished due to a lack of time. It has also been observed that many schools in the area have recently established school gardens. School shares can be considered in 2024 if time allows.

If other organizations inquire about shares/memberships, the general manager / farmer / board will consider the feasibility and details on a case-by-case basis.

8) Draft growth plan

Admin

Economy:

There is a desire to evaluate how the farm manages its finances and assess opportunities to bolster the investment pot again as needed. There is a need for a treasurer moving into 2024 and this role can be expanded to the skills/knowledge of the new treasurer.

Media:

In 2024, members are encouraged to participate in writing blog posts or engaging with media/social media. In addition, there is a desire to have an article published regarding the work at Dysterjordet, perhaps relating to our 10th season.

Videos:

In 2023, videos were explored as a resource for members to learn and harvest independently. We had some success; however, the creation of videos requires more time than was available. Also, a field microphone would be a good investment due to high levels of wind and challenges with sound quality. Harvesting videos will again be considered if time allows, as there is potential to enhance the flow of information regarding the expected behavior on the field and create a common understanding and best treatment of specific crops.

Plan for execution

The plan is to follow the same crop rotation as proposed last year; a 6-year shift in the order of the cruciferous family–solanaceae family–green manure–pumpkin family–daffodil family–apiaceae family. By contrast, in the tunnel it is difficult to make large rotations; here we must focus on good cleaning, weed control, and sufficient supply of organic material. It is planned to grow roughly the same number of species and varieties as last year, with some adjustments in the amount of each.

Weeds are estimated to be the factor that reduces yields to the greatest extent and will receive extra attention this year. Fields with a particularly large amount of root weeds will be left fallow and weeded through a large part of the season; root weeds should be managed before attempting to grow vegetables. We are borrowing a small tractor and harrow from Dyster gård for this task. These fields will be seeded with cover crops that die during the winter, so that the fields are ready for the next season. We will also use silo foil where appropriate. Cultivation in woven plastic cloth can to some extent make up for the fact that there is some root weed in the field being cultivated. Weeding should be done at the seed leaf stage of the plants; then they are the most vulnerable and easiest to weed. In practice, it is difficult to achieve, but should be striven for. In any case, the weed should be prevented from setting seeds. Some cultures can withstand some competition (for example pumpkin, tomato and several cruciferous flowers), others not (for example carrot, onion and celery). Quack grass, field thistle and sow thistle must be cut regularly, but most preferably it is taken the year before we grow vegetables on the field in question. We have several fields with weed beds or green manure; these are mowed,

manually or with tractor equipment, and the plant material is used as ground cover in plant cultures, or in compost.

The aim is to get started as soon as the weather permits. We will be buying fewer small plants, due to our old supplier, Guren Gartneri, not delivering this year. We will order from DeHae's horticulture instead. More emphasis will be placed on the gardener's own opal; it will take place partly in the tunnel on the farm, partly at the gardener's home. Organic seeds are mainly bought from Solhatt. Seed onions, seed potatoes and planting soil are purchased from Norgro, in collaboration with other growers. Pure seeds and seed mixtures for green manure and cover crops are bought by Strand Unikorn from Vestby mølle. We will try to spread planting and harvesting over a longer period of time, with the main emphasis on August and throughout the rest of the season; the aim is for the first harvest notification to arrive at the end of May, and the last at the beginning of November, of which the majority of crops will arrive in the second half of the season - around 6 months of harvest notifications in total.

Drip irrigation will be installed in the tunnel, but not otherwise on the land. It should be a goal to get drip irrigation on the fields closest to the tunnel, but then they must be treated for weeds before that can happen, otherwise it will simply be too much work to remove and weed around the irrigation system at all times; the plant beds need to be ready, and as of today they are not. As mentioned above, certain areas should be set aside. A water hose will be laid out on the field, which you can connect to for watering, if really needed. Beyond this, we are at the mercy of wind and weather.

When it comes to fertilizer and soil structure, we'll use cattle manure from Dyster gård on several of the plots. In the tunnel, we will use alfalfa pellets from Felleskjøpet and home-made compost. Green manure will also be sown on several fields. It is a goal to build compost bins, to systematize composting, so that we have a source of compost that can be used in the tunnel, and possibly elsewhere.

Extra help on the ground

A farm assistant who can assist the farmer when needed, especially during the most active months is desirable. It has been routine for Dysterjordet to hire a seasonal farming assistant. This is an option again in 2024.

9) Establishment of electricity on the ground, if possible

In 2019, we drilled for water and put in place a water supply on the ground. We currently have a diesel generator that drives the pump, and we will consider adding electricity if this is possible without too much investment. This should be assessed by the construction group.

10) The shareholders' rights and obligations

The members are entitled to a share of the production. Membership is personal. The members harvest vegetables for their own consumption. In case of special needs, it can be arranged for appropriate agreements. Household members can participate on the field and attend events, but do not receive vegetables.

The members' efforts are essential for a well-functioning cooperative agriculture. The budget is tight, and successful production depends on the members' work effort. Article 4 of the articles

of association states that “All members are obliged to contribute a number of working hours per year. The number of hours is proposed by the board and approved by the annual meeting”. The board proposes to continue the voluntary service (dugnad) from previous years with a minimum of 6 hours per adult member for 2023.

Organized volunteer work, board positions, auditing tasks or other tasks agreed with the general manager or farmer (eg taking responsibility for a working group or activity) count towards the voluntary service (dugnad). It is possible to discuss ways to contribute with the general manager.